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Country programme document for Mauritius (2017-2020)

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I. Programme rationale

1. Mauritius continued to record positive economic growth in 2015, with a goal of attaining a high-income economy by 2030. Gross domestic product growth in 2015 was slightly higher than in recent years, at 3.4 per cent[1] (3.2 per cent in 2014). An important factor in the sustained growth of the economy were prudent fiscal, exchange rate, trade, investment and monetary policies[2]. Political stability, not only in terms of the political landscape, and adherence to an economic strategy of outward-orientated, market-driven development[3] also contributed to growth, helping Mauritius become an upper middle-income country. Mauritius maintained its position as the most competitive economy in sub-Saharan Africa[4] and consistently maintained its position as a strong performer in global indices: the Mo Ibrahim Index of African Governance (1st in 2015), the World Bank ease of doing business index (28th out of 189 countries in 2015), the Global Competitiveness Index (1st in Sub-Saharan Africa), and the UNDP Human Development Index (63rd out of 188 countries in 2014). Mauritius has achieved 82 per cent of the targets for Millennium Development Goals 1-7[5]. It has a comprehensive social protection system made up mainly of universal pensions and social assistance to the needy, which has been instrumental in reducing poverty by more than half, from 19 per cent without transfers to 9.8 per cent with transfers[6].

2. Despite these successes, several important challenges remain: residual but significant relative poverty of 9.8 per cent, up from 7.8 per cent in 2001-2012, and increasing inequality, with the Gini coefficient moving from 0.37 in 2007 to 0.44 in 2014[7], due largely to the widening differences in remuneration, including between the formal and informal sectors, and increased demand for high-skill labour. Most notably, the income of the bottom 40 per cent of the population has been growing at an annual rate of 1.8 per cent compared to 3.1 per cent for the rest of the population, indicating that prosperity is not equally shared as growth dynamics are tilted toward high-skilled services sectors and against the most vulnerable and uneducated. Wage income is the main driver of prosperity in Mauritius, yet the most vulnerable struggle to reap the benefits of economic growth, as not enough employment is created and many workers lack adequate skills for the current labour market. Consequently, extreme poverty (measured by the number of people living on less than $1.90 purchasing power parity a day), though still low, is rising: 0.4 per cent in 2007 and 1.4 per cent in 2014[8]. These trends raise concerns and signal that a proportion of the population risks falling back into poverty.

3. Poverty is higher in households headed by women and those with education below secondary level. In 2012, women were more likely to be in relative poverty, at 10.5 per cent (66,700) against 9.0 per cent (56,000) for males[9]. Poverty is highly concentrated among children and youth, which has implications for inclusion and intergenerational transmission of poverty[10]. Challenges for gender equality include under-representation of women in parliament (12 per cent[11]) and on corporate boards (5.6 per cent[12]), and low activity rates (45.3 per cent against 75.2 per cent of men[13]). Twenty-four per cent of women have experienced gender-based violence[14]. These disparities have led to a regression in ranking (120th out of 145 countries) in the Global Gender Gap Index, 2015.

4. An important development is the government preparation of 'Vision 2030', aimed at transforming Mauritius into a high income country by 2030, which supports the 2030 Agenda for Sustainable Development[15] and the SIDS Accelerated Modalities of Action (SAMOA) Pathway. As part of that process, through UNDP support, the Marshall Plan Against Poverty was developed

[1] Statistics Mauritius
[2] Zafar, Mauritius: an economic success story, World Bank, 2011
[3] Treebhoohun, The Experience of Mauritius in Economic Transformation, 2015
[4] African Economic Outlook: African Development Bank, Organization for Economic Cooperation and Development and UNDP, 2015
[5] Mauritius National MDG Report, Ministry of Foreign Affairs Regional Integration and International Trade, 2015
[6] 2012 Poverty Analysis Report, Statistics Mauritius, 2015
[7] UNDP-International Policy Centre for Inclusive Growth analysis of the Mauritius Continuous Multipurpose Household Survey, 2015
[8] Ibid.
[9] 2012 Poverty Analysis Report, Statistics Mauritius, October 2015
[10] Ibid.
[11] Global Gender Gap Index, World Economic Forum 2015
[12] Board Remuneration and Practice in Mauritius, Hay Group, 2015
[13] Gender Statistics, Statistics Mauritius, 2014
[14] War@Home – Gender-Based Violence Indicators Study – Mauritius Country Report, Gender Links, 2012
[15] Mauritius Prime Minister's Address to the United Nations Sustainable Development Summit, 2015

to support the sustainable development goals on poverty (1), gender equality (5), inclusive and sustainable growth (8) and inequality (10)[16]. This common transformational agenda emphasizes poverty eradication and social inclusiveness as indispensable for sustainable development.

5. Although Mauritius has made considerable progress in governance over the past two decades, improvements in public-sector efficiency have slowed down or even reversed[17]. A limited monitoring and evaluation culture impedes effective planning, budgeting, and tracking the performance of public institutions. Public sector efficiency lags behind other upper-middle-income countries, hampering efforts to accelerate economic growth and inclusiveness[18]. Advancement from an upper upper-middle-income to a high-income country will require civil service reforms to improve performance and increase public sector effectiveness[19].

6. Environmental pressures are significant[20], as is the complexity of a small island developing State, considering a population density of some 640 people per km^2 (the highest in Africa[21]) compounded by challenges of environmental vulnerability, water and chemicals management, exposure to natural disasters, coastal zone erosion, and reduction in forest and coral coverage[22]. Renewed effort is needed to halt biodiversity loss, with the number of endangered plants and animals increasing over the past five years[23] – and meet the 2020 Aichi biodiversity targets. Mauritius has one of the largest marine territories in the world, at 2.3 million km^2, including an exclusive economic zone of 1.9 million km^2 and a co-managed economic zone with Seychelles of 0.4 million km^2. For many years, Mauritius has been benefiting from the ocean economy with substantial ocean-related economic activities[24]. Mauritius is working to protect the balance between sustaining economic growth and ensuring terrestrial, coastal, and marine environmental sustainability through its ocean governance practices. Coastal areas are facing increasing marine and terrestrial environmental pressures, with coral cover currently at only 30 per cent[25], down from 60 per cent a decade ago. Since marine protected areas are not being actively managed, there is an urgent need for action. In addition, over 30 coastal sites have been identified as being prone to erosion or surges threatening anthropogenic activities.

7. Sustainable development and successful climate change adaptation and mitigation will require improved access to modern energy services, grid enhancement, energy efficiency measures, and maximization of emerging technologies. Carbon dioxide emissions have been on an increasing trend owing to increased emissions from the energy sector, while the share of renewable energy is on the decline[26]. With an energy dependence rate of 84 per cent, Mauritius, like many small island developing States, is vulnerable to energy shocks and external fossil fuel price fluctuations. The need to increase energy self-sufficiency and reduce greenhouse gas emissions is recognized in the country's intended nationally determined contribution, 2015, the Second National Communication to the United Nations Framework Convention on Climate Change (FCCC), 2010, and the FCCC technology needs assessment, 2014, as well as in a comprehensive suite of government strategies contained in the long-term energy strategy, 2009-2025 (now being reviewed for 2016-2030).

8. Official development assistance remains on a downward trend: in 2014 Mauritius received only $11.3 million, representing 0.1 per cent of its gross national income[27]. That trend is mirrored in the support available from United Nations agencies, funds, and programmes, only two of which are present in Mauritius (the World Health Organization and UNDP). As a small island developing State and upper-middle-income country with limited grant-based and concessional financing available, Mauritius has created an innovative mechanism to ensure that social projects are funded by the private sector. A corporate social responsibility levy of 2 per cent is channelled towards programmes that contribute to the social and environmental development of the country[28]. This

[16] Marshall Plan Against Poverty, March 2016
[17] Systematic country diagnostics, Report No. 92703-MU, World Bank, 2015
[18] Ibid.
[19] Vision 2030, Speech of the Prime Minister, August 2015 and World Economic Forum, Global Competitiveness Report 2014-2015
[20] Mauritius 5th National Report on the Convention for Biological Diversity, 2015
[21] United Nations Statistics Division Demographic Yearbook, 2014
[22] Energy and environment statistics, Statistics Mauritius, 2014
[23] Mauritius 5th National Report on the Convention for Biological Diversity, 2015
[24] Mauritius SIDS National Report, 2014
[25] Capacity Development on Coastal Protection and Rehabilitation Final Report, Japan International Cooperation Agency, 2016
[26] Energy and environment statistics, Statistics Mauritius, 2014
[27] Mauritius National MDG Report, Ministry of Foreign Affairs Regional Integration and International Trade, 2015
[28] Treebhoohun, The Experience of Mauritius in Economic Transformation, 2015

directly supports more than half of the annual government budget spent on welfare and social security[29].

9. Under the present country programme, 2013-2016, the midterm review of October 2015 showed that UNDP made significant contributions to addressing many of the above development challenges focusing on inclusive growth, social inclusion and empowerment, and sustainable development. These include the establishment of the Social Register of Mauritius, mainstreamed as the backbone of social policies and schemes on housing, child allowances and social aid. As roughly 50 per cent of the poorest households in the register are female-headed, compared to 21.3 per cent female-headed households in all of Mauritius[30], the register is a powerful tool not only for reaching the poorest but also for mitigating the gender bias against women in the most poverty-stricken areas. The scaling-up of an electronic learning system – a new platform for in-service training of civil servants – is considered pivotal for improved governance and civil service reform. The Kolektif Rivier Nwar pilot on community development and empowerment is another tangible result with a very promising scalability potential to target pockets of poverty within the upcoming 'Marshall Plan'. The establishment of gender strategies in twenty ministries and the creation of gender 'cells' have potential for significant impact in the longer term, as well as for impact in the climate finance portfolio[31]. In addition, the support to energy and the environment serves as a strong catalyst (with a legal basis) for the work towards sustainable development, and assists the Government in achieving progress in the implementation of international conventions.

10. The midterm review highlights the UNDP comparative advantage and success factors related to its strategy, flexible approach, and programme impact. The review explains that this flexible approach is key to cooperation with Government, so that UNDP support is seen as impartial and multi-faceted rather than driven by narrow agendas. It emphasizes the ability of UNDP to mobilize support through funding linked to the global conventions on sustainable development. The review also highlights UNDP programme responsiveness to government priorities. This was underlined in the 2015 MDG Status Report for Mauritius, which explained that "[d]espite being an upper middle income SIDS, the continued support through grants, technical assistance and capacity-building support from UNDP … have substantiated the country's endeavours towards MDG achievement"[32].

11. The midterm review further noted that strategic results were achieved through UNDP interventions such as the recent development of a national early warning system for the Meteorological Service and the continued development of intermittent renewable energy strategies. The work, started in the Energy Efficiency Management Office during the current programme cycle, resulted in the development of a market for energy audits. Considerable progress was achieved in invasive alien species control through partnerships with the private sector, private landowners, and non-governmental organizations. Foundational work was carried out in chemicals management, resulting in a 'national chemicals profile', as well as action plans for chemicals and mercury. However, the programme encountered significant delays owing to the lack of nationally executed project management skills, including monitoring and evaluation. An area of learning from the review was the need for better-informed gender analysis in the climate finance portfolio.

12. The overarching theory of change supports the underlying notion of strengthening development pathways to tackle the connected issues of poverty, inequality, exclusion and the environment while transforming productive capacities, avoiding the irreversible depletion of social and natural capital, and reducing risks arising from shocks. A fundamental conviction is that strengthening national capacities across the priority areas will lead to economic growth and sustainable development, as expressed in the sustainable development goals. Knowledge management and South-South cooperation will be harnessed to facilitate innovation and the scale-up and replicability potential of good practices, particularly through country-led regional programmes and joint initiatives. UNDP will expand its work in promoting gender equality, human rights and the empowerment of women, focusing on communications and disseminating results.

[29] 2012 poverty analysis report, Statistics Mauritius, October 2015
[30] Ibid.
[31] Gender seal baseline assessment, UNDP, 2015
[32] Mauritius national MDG report, Ministry of Foreign Affairs Regional Integration and International Trade, 2015

II. Programme priorities and partnerships

13. Based on those lessons, and the mandate provided by the UNDP strategic plan, the programme will employ a two-pronged approach focusing on inclusive and sustainable development and climate change. Given the middle-income status of Mauritius and the challenges facing a small island developing State, the programme will focus predominantly on environmental and climate change interventions designed to support the achievement of sustainable development goals 12-15. UNDP will focus on environmental sustainability and 'greening' the economy by strengthening synergies and further mainstreaming disaster risk reduction and climate-informed policies to transition to a low-carbon, climate-resilient economy. The programme intends to leverage those investments towards sustainable development by emphasizing the 'green' and 'blue' economy, thereby tackling challenges related to residual poverty. The programme will continue with relatively small yet strategic and catalytic interventions to improve social protection and public-sector performance.

14. UNDP is well positioned to partner with the Government to tackle the many challenges related to inclusive and sustainable growth. The programme aims to achieve this by contributing to two interrelated outcome areas to enhance inclusiveness and gender equality: public sector management and sustainable development. Using a human rights-based approach, attention will be devoted to building the capacity and knowledge of duty-bearers as well as rights-holders.

15. The UNDP country programme is anchored in the government programme, the sustainable development goals and the SAMOA Pathway, supported by the UNDP strategic plan. The programme will bring significant added value in high-level upstream policy support. Investment will strengthen the capacities of national actors, systems and institutions through targeted policy interventions and translation of the goals –at the national level, to accelerate sustained growth and safeguard development gains (midterm review, October 2015). Partnerships and networks in implementing and monitoring national initiatives will be established.

Pillar 1: Inclusive development and public sector efficiency

16. This pillar will prioritize social protection, gender equality and public sector efficiency to support the implementation of 'Vision 2030' in achieving equitable growth and promoting an inclusive society. Mauritius will collaborate with the African Union for exchanges among countries, and circulation of knowledge, expertise and best practices will enhance and consolidate the regional strategy for social protection.

17. To assist in the delivery of the 'Marshall Plan Against Poverty', announced in the Government Programme 2015-2019 and developed with the technical assistance of UNDP, the programme will support the Government in developing the capabilities of the poorest tenth of the population through a community development strategy, bringing together government services, the private sector and civil society through empowered communities at the local level. Building on UNDP technical assistance to the Mauritius Qualification Authority in generating standards in social work practice, UNDP will support the professionalization of the social work sector through the formal recognition of prior learning, designing capacity-building programmes, and setting up a social work council. To fight exclusion and marginalization, UNDP will work with the United Nations Global Pulse Lab to explore the use of new sources of existing big data to monitor and improve service delivery in pockets of poverty.

18. The fight against poverty includes support to the consolidation of social protection and enhancement of a social safety network, through the Social Register of Mauritius, that protects the poorest and seeks to preserve and restore physical and human capital. The programme focuses on improving the effectiveness of the social register using in-house capacity-building for social protection analysis. Evidence-based policy options will be deepened by engagement with Statistics Mauritius and the UNDP International Policy Centre for Inclusive Growth in policy-oriented research and analysis to provide support for inclusive growth strategies.

19. In collaboration with UN-Women, UNDP will work closely with the Government to deepen gender policies, women's organizations (such as Women in Networking), and the private sector (Standard Chartered Bank) to build and reinforce their commitment to bridging the gender gap. The programme will support the National Assembly in setting up a gender caucus and implementing a capacity-building programme with a view to increasing women's participation in decision-making, promoting mechanisms for more balanced gender representation, and increasing

public and private measures to advance women's leadership. In partnership with the National Women's Council and national counterparts, UNDP will provide knowledge and technical assistance to help women become economically empowered and have a strong say in family and community decisions. UNDP will strengthen the national capacity for evidence-based gender strategies and policies through active analysis of sex-disaggregated data. The programme will upgrade mechanisms for eradicating gender-based violence through advocacy and engagement with local communities, schools, national institutions and media, and will support institutional solutions to address and fight sexual harassment in the workplace.

20. To promote transformational change in the civil service and assist Government in strengthening performance management in the public sector, the programme will scale up strategic foresight with a focus on human capital development, streamlining of processes, and optimization of information and communication technologies, in line with the objectives of Vision 2030. To that end, in partnership with the Singapore-based UNDP Global Centre for Public Service Excellence and the newly established Civil Service College in Mauritius, the programme will support the Government in developing foresight capacity in the civil service and extending e-learning options in the public sector, including promoting awareness of gender equality in public sector projects. In collaboration with the Public Sector Reengineering Bureau, UNDP will assist in prototyping solutions for modernizing public service delivery, priority being given to building institutional capacity in central agencies and key line ministries in organizational and management review exercises and human resources audits and assessments.

21. Building on the introduction of e-budgeting, the programme will support the Government in scaling up business intelligence tools to inform public policy and management and developing accountability mechanisms in the public sector, supporting the National Assembly to perform its oversight function more effectively. The programme will support public institutions in strengthening the culture of demand and feedback from customers and citizens through an innovative survey mechanism. To improve public expenditure efficiency and reduce cost overruns in investment projects, UNDP will explore with the Government the establishment of a standardized and centralized evaluation system, including to measure progress towards the implementation of Vision 2030 and the sustainable development goals, in collaboration with the relevant national committee.

Pillar 2: Climate change and sustainable development

22. Mauritius, as a small island developing State situated far from the African continental land mass, is subject to particular vulnerabilities related to energy independence, climate change, and sustained and sustainable inclusive economic growth. Attention will therefore be devoted to enhancing its resilience, particularly in supporting renewable energy and energy efficiency, integrated coastal zone management, marine and terrestrial biodiversity and ecosystem, sustainable land management, and chemical and hazardous waste management. The importance of poverty alleviation and gender empowerment will be strengthened across the programme pillars to strengthen the linkage with pillar 1 and the work being done under the 'Marshall Plan'; the poorest areas of Rodrigues and Agalega will be targeted specifically. Action will be taken to integrate and measure the impact of 'green growth' on women, and environmental sustainability. An important strategy will be the implementation of social and environmental safeguards, and gendered dimensions will be integrated in all projects.

23. The programme will scale up efforts to sustain the growth of the renewable energy sector based on government priorities and targets, as well as energy efficiency policies and projects in the building, industry, transport and commercial sectors, sustainable consumption and 'green' business development, particularly for micro, small and medium enterprises. UNDP will support innovative technologies in the energy sector to boost the ability of the national grid to absorb intermittent renewable energy from the current 70 megawatts to 100 megawatts and enable further deployment of renewable energy. The outer island of Agalega will be fully powered by renewable energy, strengthening its resilience. Attention to the more vulnerable segments of the population will be addressed, ensuring a fair representation in terms of programme beneficiaries.

24. In support of the government priority to boost employment generation in all sectors, including environment, UNDP will assist priority areas in marine, coastal and terrestrial biodiversity and ecosystem sectors, in line with the terrestrial protected area networks strategy and action plan as well as the ocean economy strategies in Vision 2030. A key aspect of ensuring employment generation for women will be the collection of sex-disaggregated data and the

establishment of specific targets. The programme will implement measures addressing preservation and protection of coastal biodiversity, coastal zone management, coral restoration, and forest and land degradation in both Mauritius and Rodrigues Islands. The programme will go further into the extended continental shelf and assist in managing activities concerned with the Joint Management Area of the Extended Continental Shelf with Seychelles. Activities focused on climate change adaptation will be supported through the National Climate Change Adaptation Framework and will seek to enhance the design and delivery capacity of relevant institutions to mainstream climate change adaptation across programmes. Climate change adaptation activities will contribute directly to reducing the risk from climate-related disasters. Disaster risk reduction will thus remain a priority and will be a primary cross-cutting stream across this pillar. The United Nations Environment Programme is supporting climate change mitigation in parallel and in partnership with UNDP.

25. Building on its experience in the management of persistent organic pollutants, and as a continuation of the long-term assistance that UNDP has been providing the country in meeting its obligations under international conventions, the programme will address the management of chemicals and hazardous waste to improve their collection and disposal. Since Mauritius is a signatory to the Minamata and Stockholm Conventions, the programme will assist it in meeting convention-related obligations.

III. Programme and risk management

26. The present country programme document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Accountabilities of managers at the country, regional and headquarters levels with respect to country programmes are prescribed in the UNDP programme and operations policies and procedures and the internal controls framework.

27. National implementation will be the preferred modality for programme implementation. The risk of insufficient implementation capacity will be mitigated by using the Harmonized Approach to Cash Transfers procedures, including a macro assessment of the public financial management system and micro assessments of implementing partners. UNDP will provide implementation support services as needed, and all implementation-related activities undertaken by UNDP will be charged directly to the project concerned in accordance with UNDP policies and procedures. The use of direct implementation may be explored where necessary in agreement with the Government and UNDP headquarters.

28. UNDP will adopt a portfolio approach with fewer outcomes, consolidating smaller projects, applying integrated cross-cutting programming and increasing the share of regional projects. To further mitigate risks, projects will undergo a systematic review to ensure environmental and social safeguards. There will be an emphasis on integrated, flexible and innovative programme design, systems of data collection, evidence-based results reporting and communication, and ensuring that lessons identified are addressed and initiatives are scaled up and sustainable.

29. Mauritius is prone to environmental risks that particularly affect the poorest. Moving from the reactive strategy of the previous programme, the forthcoming one builds on and reinforces ex-ante strategies (risk-reduction and risk-mitigation, rather than risk-coping), which are not only protection and prevention measures, but help promote and transform livelihoods.

30. Supporting the UNDP transition to differentiated country presence, the Government has extended its financial support for the base structure of the office, with an agreed increase in government contributions towards local office costs. The size of the UNDP presence will be directly tied to government support levels for both local office costs and government cost-sharing.

31. Since Mauritius is an upper-middle-income country, many traditional bilateral partners have reprioritized their assistance towards lower-income countries, creating a challenge in mobilizing resources that limits the donor base and creates sustainability risks. This calls for a broader, more creative approach to partnerships and support to the Government to harness available climate financing. Resource mobilization seeks to increase the number of regional climate projects managed by the country office. With support from the UNDP regional service centre, the office will explore access to new and innovative climate funds. The private sector and other non-traditional donors will be engaged across all pillars.

32. UNDP will strengthen existing partnerships within and outside Mauritius, based on the strength of results and links built with the Government and development partners over the past decade. The aim will be to expand the strong funding pipeline through collaborative arrangements with partners and government. Long-standing coordination mechanisms with the European Union, the French Development Agency, the Indian Ocean Commission, Japan International Cooperation Agency and the World Bank, as well as with the United Nations country team members, will be strengthened to achieve synergies on collective climate change programmes. Ongoing partnerships will be strengthened, particularly in areas supporting the transition to a 'green' economy. There remains significant potential for South-South and triangular cooperation through the portfolio of regional Global Environment Facility and Adaptation Fund Board programmes managed through the country office.

IV. Monitoring and evaluation

33. UNDP will ensure that project monitoring and evaluation frameworks are in place and aligned with this programme and with government priorities, including support to national counterparts in building capacity in monitoring and evaluation. UNDP will set up and manage a project cost-shared monitoring and evaluation function, supporting the baseline, evaluations, and impact evaluation of all activities carried out. The UNDP gender marker will be used to monitor expenditure and improve gender-based planning and decision-making. The aim will be to monitor the impact of the programme in relation to the sustainable development goals, the Samoa Pathway, and commitments under the intended nationally determined contribution, 2015, by improving the capacity of institutions to collect and analyse environment statistics. The above will be built into programme grants across the portfolio to meet an estimated 2 per cent of programme spend.

34. UNDP will provide support to the development of accountability mechanisms in the public sector and civil society organizations to help them become flexible change agents, responsive to community needs.

35. To facilitate evidence-based programme design and broaden debate on the national development agenda and the sustainable development goals, in collaboration with other key stakeholders (the World Bank, academic institutions, Statistics Mauritius and Business Mauritius) research, surveys and issue briefs will be produced. The focus will be to monitor the implementation of Vision 2030, the 2030 Agenda, the Samoa Pathway, and the Marshall Plan, among other plans. Performance review meetings (internal and external) with key stakeholders, including Statistics Mauritius, will be conducted annually as part of the monitoring process. The main purpose of the reviews will be to assess progress and identify challenges and solutions. UNDP will set up partnerships to plan, coordinate, and manage monitoring and evaluation activities.

Annex. Results and resources framework for Mauritius (2017-2020)

National priority or goal: Inclusive development and public sector efficiency				
Outcome: Improved public sector management supporting poverty reduction, social inclusion and gender equality is promoted through responsive strategies.				
Related strategic plan outcome **Outcome 1.** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded				
Outcome indicators, baselines and targets	**Data source, frequency of data collection, and responsibilities**	**Indicative country programme outputs** *(Including indicators, baselines and targets)*	**Major partners, partnerships and frameworks**	**Indicative resources by outcome (in $ thousands)**
Indicator: Gini index **Baseline:** 0.41 (2012) **Target:** 0.35 (2020)	**Data source:** Household budget survey; poverty analysis report; continuous multi-purpose household survey **Frequency:** Estimates yearly (continuous multi-purpose household survey); household budget survey every 5 years **Responsibility:** Statistics Mauritius; development partners	**Output 1.** Social workers and public institutions are enabled to perform core functions to fight poverty through implementation of the Marshall Plan Against Poverty **Indicator 1.1.** No. of accredited social workers, disaggregated by gender, as the result of Marshall Plan Against Poverty implementation *Baseline*: 30 (2015) *Target*: 300 *Source*: Mauritius Qualifications Authority reports **Indicator 1.2.** No. of institutions using Social Register of Mauritius (SRM) data for evidence-based policymaking and implementation of social schemes *Baseline*: 2 (2015) *Target*: 5 *Source*: Ministry of Social Security, Social Register of Mauritius unit reports	Ministry of Social Security Ministry of Social Integration and Economic Empowerment National Empowerment Foundation Ministry of Finance and Economic Development (MOFED) Mauritius Council of Social Services Statistics Mauritius	**Regular:** 877 **Other:** 900
Indicator: Mauritius ranking in Global gender gap index **Baseline:** Economic participation: 127th (2015) Political empowerment: 120th (2015) **Target:** Economic participation: top 100 (2020) Political empowerment: top 100 (2020)	**Data source:** Global Gender Gap Report, gender disaggregated employment figures based on yearly continuous multi-purpose household survey **Frequency:** Yearly **Responsibility:** World Economic Forum **Data source**: Statistics Mauritius, crime, justice and security statistics	**Output 2.** Measures in place to increase women's capacities to participate in decision-making processes at all levels and to fight gender-based violence **Indicator 2.1.** Percentage of Gender Caucus members equipped with gender analysis tools *Baseline:* 0% (no Gender Caucus) (2015) *Target:* 100% of Gender Caucus members equipped with gender analysis tools (2020) *Source:* National Assembly reports **Indicator 2.2.** No. of women benefiting from private and public measures to support women's preparedness for leadership and decision-making	Gender links UN-Women Women in Networking National Corporate Social Responsibility National Women's Council National Women Entrepreneur Council Mauritius Enterprise Mauritius Chamber of Commerce and Industry	

	Frequency: Yearly	*Baseline:* 400 (2013) *Target:* 5,000 (2020) *Source:* Ministry of Gender Equality, Women in Networking reports **Indicator 2.3.** Number of gender based violence cases *Baseline:* 1,895 cases in district courts (2014) *Target:* <500 cases (2020) *Source:* District courts reports		
Indicator: Mauritius score in the Global Innovation Index under 'government effectiveness' **Baseline:** 0.9 (2015) **Target:** 1.5 (2020)	**Data source:** Global Innovation Index Report **Frequency:** Yearly **Responsible:** Cornell University; European Institute for Business Administration; World Intellectual Property Organization	**Output 3.** Institutions enabled to optimize use of foresight and e-learning techniques, performance management tools and citizen feedback mechanisms for enhanced public sector performance **Indicator 3.1.** Extent to which ministries and departments are conducting and implementing strategic foresight exercises[33] *Baseline*: 0 *Target*: 4 *Source*: Ministry of Civil Service and Administrative Reforms (MCSAR) annual report **Indicator 3.2.** No. of staff of public sector institutions accessing e-learning solutions for professional development *Baseline*: 500 *Target*: 20,000 *Source*: MCSAR; Civil Service College reports **Indicator 3.3.** Extent to which ministries and departments are using business intelligence tools for performance management[34] *Baseline*: 1 *Target*: 4 *Source*: Oracle Business Intelligence MFED database **Indicator 3.4.** Extent to which client and citizen feedback surveys implemented by public sector institutions are demonstrating improvement in public service user satisfaction[35] *Baseline*: 1 *Target*: 5 *Source*: MCSAR annual report	MCSAR Public Sector Re-Engineering Bureau MFED Civil Service College Civil Service unions Strategic Policy Unit National Audit Office National Assembly Office of Public Sector Governance University of Mauritius Customers' associations	

[33] Rating scale 0-5: 0 = none, 1 = low, 2 = below average, 3 = average, 4 = above average, 5 = high
[34] Rating scale 1-5: 1 = low, 2 = below average, 3 = average, 4 = above average, 5 = high
[35] Rating scale 0-5: 0 = none, 1 = low, 2 = below average, 3 = average, 4 = above average, 5 = high

National priority or goal: Implementing low-carbon, climate-resilient strategies while ensuring employment and livelihoods opportunities for the poor and excluded				
Outcome: Design and implementation of a portfolio of activities and solutions developed at national and subnational levels for sustainable management of natural resources, integration of ecosystem services approaches, sound management of chemicals and waste, while ensuring that climate change challenges in terms of adaptation and mitigation are fully addressed				
Strategic plan outcome **Outcome** 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded				
Indicator: Emissions of carbon dioxide (in million metric tons) **Baseline:** 3.67 million metric tons (2014), increasing at 3% per year. **Target:** 4.20 million metric tons, increasing at 2.5% per year	**Data source:** Digest of Statistics **Frequency:** Annual **Responsible:** Statistics Mauritius	**Output 1.** Scaled-up action on climate change mitigation across sectors, funded and implemented **Indicator 1.1.** Megawatt of new intermittent renewable energy capacity installed *Baseline*: 67 MW (2016) *Target*: 100 MW installed *Source*: Ministry of Energy and Public Utilities (MEPU) and Statistics Mauritius energy statistics **Indicator 1.2.** Energy intensity of the Mauritian economy *Baseline*: 0.72 (2014) *Target*: 0.70 *Source*: MEPU, Energy Efficient Management Office, and Statistics Mauritius **Indicator 1.3.** No. of plans, strategies, policies, and programmes implemented to achieve low-emission and climate-resilient development objectives *Baseline*: 30 Strategy *Target*: 42 *Source:* Statistics Mauritius, annually **Indicator 1.4.** No. of jobs created for women *Baseline*: 6.3% of women total *Target*: 30% (disaggregated by sex) *Source*: Statistics Mauritius	MFED MEPU Central Electricity Board Agence française de développement Ministry of Infrastructure, Land Transport and Shipping Green Climate Fund (GCF) Global Environment Facility	**Regular:** 100 **Other:** 23.4 – GCF 15 – GEF 1.5 – GEF regional 7.0 Adaptation Fund Board
	Data source: National legislation, budget documents, strategies and action plans **Frequency:** Annual **Responsibility:** Government of Mauritius	**Output 2.** Effective institutional, legislative and policy frameworks in place to enhance the implementation of disaster and climate risk management measures at national and subnational levels **Indicator 2.1.** No. of coastal protected sites *Baseline*:1 *Target*: 3 *Source:* Ministry of Environment, Sustainable Development, and Disaster and Beach Management (MESDDBM)	MESDDBM Ministry of the Environment National Disaster Risk Reduction and Management Center JICA Ministry of Ocean Economy Mauritius Oceanography Institute Adaptation Fund Board	

		Indicator 2.2. No. of institutions with a disaster risk reduction and/or integrated disaster risk reduction and adaptation strategy or action plan with clearly defined institutional responsibilities and a multi-stakeholder coordination mechanism *Baseline:* 0 *Target:* 2 *Source:* (MESDDBM) **Indicator 2.3.** Number of women benefitting from natural resource management initiatives. *Baseline:* To be determined *Target (disaggregated by sex):* To be determined (survey will be conducted during programme implementation)		
Indicator: Hectares of land managed sustainably through protected area management, biodiversity and ecosystem conservation **Baseline:** 14,879 ha **Target:** 17,000 ha	**Data source:** National Digest of Statistics **Frequency:** Annual **Responsibility:** Statistics Mauritius	**Output 3.** Solutions developed at national and subnational levels for sustainable management of natural resources, ecosystem services, chemicals, and hazardous waste **Indicator 3.1.** Extent to which Mauritius fulfils its obligations regarding international conventions on chemicals and wastes – Stockholm Convention and Minamata Convention[30] *Baseline:* 2 *Target:* 4 **Indicator 3.2.** No. of new partnerships for sustainable management of natural resources, ecosystem services and protected areas *Baseline:* 8 *Target:* 10 *Source:* GEF project reports	Ministry of Agro Industry and Food Security National Parks and Conservation Services Ministry of Ocean Economy Mauritius Oceanographic Institute Rodrigues Regional Assembly GEF MESDDBM	

[30] Rating scale 1-5: 1 = low,2 = below average,3 = average,4 = above average, 5 = high